



**FEMA**

POSITION TASK BOOK FOR THE POSITION OF

**National Qualification System**

**SHELTER MANAGER (TYPE 2)**

## SHELTER MANAGER (TYPE 2)

### 1. Competency: Assume position responsibilities

*Description:* Successfully assume the role of Shelter Manager and initiate position activities at the appropriate time according to the following behaviors.

#### 1a. Behavior: Establish effective relationships with relevant personnel

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<b>1.</b> Establish and maintain positive interpersonal and interagency working relationships: <ul style="list-style-type: none"> <li>● Outgoing Shelter Manager or Shelter Management Team</li> <li>● Local agencies</li> <li>● Hosting unit</li> <li>● Policy group</li> <li>● Shelter operations and mass care</li> <li>● Public</li> <li>● Supporting agencies</li> </ul>	E, F, I		

#### 1b. Behavior: Gather, update, and apply situational information relevant to the assignment

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<b>2.</b> Collect information from outgoing Shelter Manager or other personnel responsible for the shelter: <ul style="list-style-type: none"> <li>● Information on incident relevant to the shelter's support activities</li> <li>● Information on the shelter's organizational structure</li> </ul>	E, F, I		
<b>3.</b> Receive initial briefing from supervisor—one-on-one or in team meetings: <ul style="list-style-type: none"> <li>● Incident priorities, goals, and objectives</li> <li>● Initial instructions concerning shelter priorities</li> <li>● Expected time frames for briefings, planning meetings, and team meetings</li> <li>● Any limitations and constraints that affect operations and strategies</li> <li>● Review:               <ul style="list-style-type: none"> <li>○ Incident plans</li> <li>○ Shelter plan</li> <li>○ Current national situation</li> <li>○ Assigned resources and their status</li> <li>○ Established and operating facilities</li> <li>○ Anticipated incident duration, size, and type</li> <li>○ Shelter responsibilities and expectations</li> <li>○ Position responsibilities and expectations</li> </ul> </li> </ul>	E, F, I		

#### 1c. Behavior: Successfully assume the role of Shelter Manager and initiate position activities

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE

4. Arrive properly equipped at designated time and location. Check in according to agency/organization guidelines: <ul style="list-style-type: none"> <li>● Carry out check-in procedures and ensure assigned personnel do the same</li> <li>● Obtain and assemble all supplies, tools, and technology to perform the tasks of the position</li> </ul>	E, F, I		
5. Relay, support, and maintain operational rhythm: <ul style="list-style-type: none"> <li>● Prepare a shelter support plan, gathering information from all appropriate shelter personnel to determine support needs</li> <li>● Complete situation reports for the shelter related to the current operational phase</li> </ul>	E, F, I		

**1d. Behavior: Ensure availability, qualifications, and capabilities of resources to complete assignment**

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
6. Coordinate with appropriate stakeholders the needs of shelter residents: <ul style="list-style-type: none"> <li>● Child care</li> <li>● Unaccompanied minors</li> <li>● Personal assistance services</li> <li>● Access and functional needs (AFN)</li> <li>● Health services</li> <li>● Mental health</li> <li>● Feeding</li> <li>● Translation/communication support</li> <li>● Service animal support and care</li> <li>● Pet care, if appropriate</li> <li>● Family reunification</li> </ul>	E, F, I		
7. Order necessary resources to achieve shelter objectives: <ul style="list-style-type: none"> <li>● Request additional personnel, supplies, services, and equipment within the established ordering processes</li> <li>● Request equipment, including items listed in the FEMA Commonly Used Sheltering Items &amp; Services Listing (CUSI-SL) or other shelter resource guide, as appropriate to the needs of the shelter residents</li> </ul>	E, F, I		

**1e. Behavior: Establish or determine organizational structure, reporting procedures, and chain of command of assigned resources**

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE

<p><b>8. Activate shelter:</b></p> <ul style="list-style-type: none"> <li>● Establish appropriate shelter areas and shelter organization, and assign staff responsibilities, while maintaining span of control. Activity areas may include:             <ul style="list-style-type: none"> <li>○ Registration (manual, electronic, alternative)</li> </ul> </li> <li>● access)             <ul style="list-style-type: none"> <li>○ Facility identification and signage</li> <li>○ Feeding</li> <li>○ Dormitory</li> <li>○ Health services</li> <li>○ Mental health and emotional support services</li> <li>○ Logistics</li> <li>○ Recreation</li> <li>○ Child care</li> <li>○ Household pet and service animal support, if applicable</li> <li>○ Ensure availability of appropriate resources</li> </ul> </li> <li>● Conduct supporting activities within operational period</li> <li>● Follow protocol for communicating daily accomplishments to the Documentation Unit or appropriate personnel</li> <li>● Establish operational rhythm and establish daily briefing/debriefing schedule with assigned personnel</li> <li>● Follow process for resource requests/releases for operational planning purposes</li> <li>● Assign staff, teams, or units, as appropriate</li> <li>● Participate in planning meetings to determine shelter organization, support tactical assignments, ensure resource support and coordination needs, and identify other considerations for the next operational period</li> </ul>			
<p><b>9. Supervise and adjust shelter organization and operations based on changes in incident situation and resource status:</b></p> <ul style="list-style-type: none"> <li>● Maintain shared situational picture throughout the shelter</li> <li>● Provide for functional and geographical supervision as necessary</li> <li>● Ensure effective use and coordination of all assigned resources</li> <li>● Constantly monitor objectives and overall shelter operations for efficacy and safety</li> </ul>	E, F, I		

## 2. Competency: Communicate effectively

*Description:* Use suitable communication techniques to share relevant information with appropriate personnel on a timely basis to accomplish objectives in a potentially rapidly changing environment.

### 2a. Behavior: Ensure the exchange of relevant information during briefings and debriefings

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<b>10.</b> Prepare for and participate in briefings with other branches, divisions/groups, units, and incident staff: <ul style="list-style-type: none"> <li>● Share and evaluate information with shelter staff</li> <li>● Identify safety hazards and mitigation strategies with the Safety Officer</li> <li>● Maintain situational awareness of all activities within the shelter, including:               <ul style="list-style-type: none"> <li>○ Health services</li> <li>○ Mental and emotional health services</li> <li>○ AFN support services</li> </ul> </li> <li>● Maintain quality updates for Public Information Officer (PIO)</li> </ul>	E, F, I		

### 2b. Behavior: Ensure documentation is complete and disposition is appropriate

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<b>11.</b> Ensure incident documentation and administrative requirements are complete <ul style="list-style-type: none"> <li>● Submit incident narrative to supervisor</li> <li>● Complete and submit activity log to Documentation Unit or appropriate personnel for each operational period</li> <li>● Ensure all personnel and equipment time records are complete and submitted at the end of each operational period</li> <li>● Ensure use and accuracy of logs and shelter reports, to include National Shelter System (NSS) and any other shelter-specific reporting tools or systems</li> <li>● Comply with documentation requirements of supporting agencies</li> </ul>	E, F, I		

### 2c. Behavior: Communicate incident priorities and operations

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<b>12.</b> Update supervisor on current accomplishments or problems and complete incident forms as necessary: <ul style="list-style-type: none"> <li>● Comply with documentation requirements of supporting agencies</li> </ul>	E, F, I		

### 3. Competency: Ensure completion of assigned actions to meet identified objectives

*Description:* Identify, analyze, and apply relevant situational information and evaluate actions to complete assignments safely and meet identified objectives. Complete actions within established time frame.

#### 3a. Behavior: Plan for demobilization and ensure staff follow procedures

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<b>13.</b> Assist in development, approval, and implementation of demobilization plan: <ul style="list-style-type: none"> <li>• Coordinate with supervisor during development and implementation</li> <li>• Coordinate with appropriate partners regarding demobilization procedures</li> <li>• Coordinate with casework and recovery planning teams</li> <li>• Coordinate shelter needs and responsibilities</li> <li>• Provide information to supervisor to assist with decisions on release priorities</li> </ul>	E, F, I		
<b>14.</b> Complete process for demobilizing shelter responsibilities: <ul style="list-style-type: none"> <li>• Reinforce emphasis on safety and accountability during this phase of the operations</li> <li>• Brief staff on demobilization responsibilities</li> <li>• Ensure all staff demobilize in a timely and complete manner</li> <li>• Brief replacement, if necessary</li> <li>• Ensure adequate shelter closing notice is posted and client housing needs are met</li> </ul>	E, F, I		
<b>15.</b> Ensure facility is clean and returned to preoccupancy condition: <ul style="list-style-type: none"> <li>• Facility and grounds are clean</li> <li>• Repair or replace (if lost or unrepairable) all equipment and supplies used during sheltering</li> </ul>	E, F, I		

#### 4. Competency: Lead assigned personnel

*Description:* Influence, lead, and direct assigned personnel to accomplish objectives and desired outcomes in a potentially rapidly changing environment.

##### 4a. Behavior: Ensure the health, safety, welfare, and accountability of assigned personnel

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<b>16.</b> Ensure accountability of all personnel: <ul style="list-style-type: none"> <li>• Staff sign-in/sign-out process</li> <li>• Coordinate with assigned personnel to conduct personnel accountability checks</li> <li>• Validate accountability with supervisor</li> </ul>	E, F, I		
<b>17.</b> Ensure public health resources are in place, including hand sanitizer, cleaning and janitorial schedule, waste removal, and recycling.	E, F, I		

##### 4b. Behavior: Establish work assignments and performance expectations, monitor performance, and provide feedback

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<b>18.</b> Prioritize work within the shelter	E, F, I		